



The Council of Ontario Universities advances higher education through advocacy, research and policy development in collaboration with our member institutions.

COU strengthens the ability of our universities to foster the talent, research and innovation essential to the economic and social well-being of Ontario and Canada.

COUNCIL OF  
ONTARIO UNIVERSITIES

CONSEIL DES  
UNIVERSITÉS DE L'ONTARIO

PETER GEORGE, CHAIR OF COUNCIL

We are living in an increasingly competitive global environment where the stakes are intensifying and the challenges are multiplying. Organizations across all sectors must constantly reinvent themselves, evolve and refine their operations to compete and thrive. Our universities are no exception.

Take the race for talent. Our universities are competing for the best and brightest faculty and students from around the world. U.S. President Barack Obama pointed to this international race when he said in February 2009 to the Joint Session of Congress: "...we know that countries that out-teach us today will out-compete us tomorrow."

Countries around the world are boosting their investments in higher education and research to attract not only their own graduates but also ours. Quite simply, we have to raise our game while remaining true to our core values of educating the populace and advancing the frontiers of knowledge through research.

Fortunately, there is a real appetite for higher education in Ontario. Applications for our universities continue to increase to record levels. This signals a greater awareness within Ontario that the jobs of the knowledge economy will increasingly require postsecondary education — economists suggest as much as 70%.

In the short term, Ontario's universities face a big challenge in delivering more talent. Our operating grants have not kept pace with the demand for university spaces in recent years. In fall 2008, further pressure was applied to our operating budgets with the financial market crisis and the subsequent dramatic reduction in endowment income. Every university is making significant cuts, which means the reduction of programs and the elimination of some jobs. This affects our individual and collective ability to produce the volume and quality of talented undergraduate and graduate degree holders we need.

In their report titled *Ontario in the Creative Age*, Roger Martin and Richard Florida stated that creativity is the ultimate economic resource because it drives innovation and raises productivity and living standards. Universities are a nucleus for this creativity. Our programs hone the analytical and creative skills that will help our graduates generate ideas, solve social and environmental problems, create new businesses and improve public services.

But becoming the jurisdiction that succeeds in tapping most deeply into this creativity will require concerted action across all sectors. While we can continue to renew our programs to meet the needs of our transformative world, business will also need to help deepen the skills of their workers and build partnerships with researchers. Governments have to help optimize the talent with sufficient long-term investments in research and teaching. Remaking the future of our province and our country is a truly collaborative effort, and Ontario universities stand ready and willing to do their part.



# Executive Messages:

PAUL C. GENEST, PRESIDENT OF COU

Ontario can take great pride in its universities, and rightly so. Our universities are vital in sustaining economic recovery and supporting the cultural vibrancy and social cohesion of our society. I am therefore pleased to present this report, which highlights the significant contributions our institutions make across Ontario and Canada, and provides a financial summary of the operations of the COU Secretariat.

The impact of our universities is felt far beyond the students we educate and the research we generate. It is felt by the 27 different communities in which we operate; by government, business and community leaders and citizens province-wide; and indeed by the rest of the country.

Our universities educate 41.8% of Canada's university population. The quality of our degrees and our research is recognized internationally and serves as a magnet for attracting talent from abroad. Our universities have robust research programs that lead the country in industrial designs and account for half of the registered trademarks.

Over the past two years of my tenure at COU, I have made it a priority to fortify COU's relationships across various sectors and be a strong, clear voice for Ontario's universities. As a result, COU has established even stronger ties to business. Organizations such as the Ontario Chamber of Commerce, the Toronto Board of Trade and the Toronto City Summit Alliance are recognizing the contributions our universities make to their stakeholders and have lent support to our cause.

Our outreach also includes regular engagement with Ministers and MPPs, political staff and civil servants through meetings, communications and special events. One such event brought together university members, government representatives and the recipients of the Ontario Research Chairs in Public Policy.

We have also been increasingly active at the federal level in concert with the Association of Universities and Colleges of Canada. We have vigorously reinforced the infrastructure and research agendas. In addition, we are identifying opportunities to support public service renewal and to develop policy alternatives to the challenges we face as a nation and as part of a global society.

Closer to home, we are mining incredible resources at our institutions including our chancellors, chairs and vice-presidents. They have excelled in business, government, academia, media and other domains, and are bringing their individual and collective experience to bear on our challenges and helping to draw attention and support. These groups and individuals have generously lent their voice in support of higher education whenever and wherever needed.

There is much more that we can and must do to build for the future. We appreciate enormously the support and dedication of our member institutions and thank them for their regular input and inspiring work in support of knowledge, research and a stronger society.





**“Education is the most powerful weapon we can use to change the world.”**

Nelson Mandela, from remarks made at the University of the Witwatersrand, Johannesburg, South Africa, July 2003

# Ontario Universities: Transforming the World We Live In

## **Nurturing Student Success and the Talent of the Future**

No matter what size or location, our universities are unified in a shared commitment to provide high-quality teaching and research that will enhance the learning experience of our students and enhance our society's capacity for innovation.

Wander around any university campus in Ontario and experience the energy, enthusiasm and heightened level of curiosity, where students prepare themselves not only for careers but also for making a difference in the world. Ontario university students are able to achieve this because our institutions foster a learning environment that nurtures creativity and critical thinking to develop the talents of tomorrow's business, community, cultural and political leaders. We create the research and innovation that produce new opportunities in the knowledge economy. Through the students we educate and the ideas we generate, Ontario universities strengthen the economic, social and cultural well-being of the province and country and, in so doing, transform the world we live in.

Our learning environment continues to evolve to meet the changing needs and expectations of our students. From infrastructure to programming, services to technologies, the modern university is markedly different now than in earlier eras. The stacks of library books and quiet study carrels have been transformed into learning centres wired to information resources around the world and loaded with conference tables for group learning. Our universities offer a wide range of programming, and they continue to expand and refine their offerings to meet changing needs. A broad and lively cultural mix populates our campuses. As a result of more concerted outreach efforts, Aboriginal Peoples now represent 1.5% of the total student population; first-generation students, 12%; students with disabilities, 3.8%; and international students, 7%.

Ontario universities have also gone beyond traditional full-time and part-time, co-op and continuing education programs. Increasingly, distance learning is making higher education

accessible to people in remote areas, and student exchanges are advancing opportunities for international studies.

To help our students meet their individual needs and objectives, Ontario universities have expanded services to include career, financial and life planning. Our institutions also offer personal growth opportunities to complement the educational experience, including a wealth of extracurricular athletic and cultural activities. Students are also encouraged to get involved in a wide variety of university groups and to volunteer their services in the local community.

When our students graduate, they leave the campuses of Ontario universities prepared for the many challenges that they will face and the several career paths that they will take in their lives. They are sought after by global companies and by world-class universities around the world. Ontario universities educate 41.8% of Canada's university student population. In 2007, our institutions graduated close to 85,000 undergraduates. In the most recent survey of graduates of Ontario university undergraduate programs, 94% of our graduates found employment six months after graduation, and two years after graduation the figure increased to 96.9%. Moreover, our graduates typically earn higher salaries over their lifetimes and as a result pay higher contributions to the tax base — another way in which our graduates keep Ontario strong.

### **Generating the Innovations for Economic Growth and Social Well-Being**

Research at Ontario universities is making significant advances in the social development, health, economic competitiveness and international reach of the province. Universities and hospital research institutes in Canada conduct a larger share of the country's total research effort than is the case in any of the G7 countries.

Expansive in scope, university research is shaping social policy, developing new products and services and creating new ways to treat patients and prevent disease, finding energy alternatives and solving industrial issues. In these ways, research generates economic activity, and makes businesses more efficient, communities safer, populations healthier and children better educated.

The role that research plays on human potential is just as powerful. In the university setting, there has always been an interdependence and synergy between research and teaching. Each informs the other; the learning environment for students is enriched, and knowledge and basic research are advanced, often through the contributions of our talented graduate students.

High-quality university research attracts talent from around the world and investment by companies that need and want proximity to a strong university research base so they can leverage ideas, innovations and people. To encourage this growth, universities, government and business are working together to develop clusters of innovation all around this province — clusters where research and business converge to enable market application of cutting-edge ideas. Many

Many universities have established successful research parks or incubator centres to foster collaboration and information-sharing between researchers and business.

universities have established successful research parks or incubator centres to foster collaboration and information-sharing between researchers and business. These parks and centres, situated throughout the province, are producing spin-off companies that create jobs and strengthen the competitiveness of local economies. In some cases, these hubs are also responsible for job creation nationally and internationally.

But new products and commercial applications only result from a sustained commitment to curiosity-driven basic research. Many of the most influential and lucrative scientific innovations of the past century originated from research that, at the time of inception, expanded understanding of scientific issues but had no foreseeable practical application. Incubation of these breakthroughs took time and required consistent support.

Ontario can be proud of its research culture and contributions. Eight of Ontario's research universities were ranked among the world's top 500 research universities by Shanghai Jiao Tong University in 2008 (and in the same survey, two of our universities were ranked among the world's top 100 universities). Moreover, another sign of the strength of our universities is in the field of natural and social science research where Ontario is second only to Massachusetts in per capita performance among 16 peer states and provinces, according to the 2008 report of the Task Force on Competitiveness, Productivity and Economic Progress. Our universities lead the country in industrial designs and account for the largest number of patents granted in Canada and almost half of the registered trademarks. Clearly, research undertaken at Ontario universities is making its mark in the province and around the world.



**"We understand that education is much more than just the transmission of information from one generation to the next. It's the foundation for an engaged citizenry and a strong democracy.... And it's essential to our economic success."**

**Premier Dalton McGuinty, from remarks made to Ryerson University students, May 2005**



“Campuses have become powerful research hubs, supporting the development of knowledge-based industries in Canada.... This has been, and continues to be, essential to our competitiveness as a nation.”

L. R. Wilson, Chair of CAE Inc. and Chancellor of McMaster University, from a speech to AUCC, April 2008

Ontario universities undertake award-winning research in many different areas. Whether the research is focused on unlocking the secrets of the Big Bang theory or developing new green technologies, university research is a pivotal part of our lives because it deepens our understanding of our world and addresses the challenges that we face.



## **Strengthening Communities Around the Province**

Universities have a widespread impact in the communities in which we reside. In some cases, they are the major and most stable employer. Indeed, universities employ more people than the automobile sector, biotechnology industry, and many other notable Ontario industries. We are also major purchasers and attract revenue to regions through the influx of students and their families. All of this makes our universities an important force economically.

However, our community role goes far beyond that. Universities assume social responsibility for their interconnectedness with, and welfare of, their communities. All across Ontario, university staff and faculty are engaging with their regional economic development boards and chambers of commerce to develop strategies to attract new industries, rebuild their downtown cores, and generate increased opportunity and prosperity for local residents.

In many cases, staff and faculty work closely with community leaders and engage students in helping to address social issues such as poverty, homelessness, at-risk youth and literacy. We also conduct research to help assess issues and develop solutions, and encourage students to fill the volunteer ranks of local organizations to acquire professional and personal experience. In this way, the time, knowledge and relationships of university representatives are being leveraged on an ongoing basis to help local communities advance and prosper.

Ontario universities also play a role in the social and recreational life of their communities. Our sports centres are often available to local teams and recreational athletes. Our theatres and performance spaces not only welcome community audiences but also local troupes and arts organizations for their own events. Moreover, university lectures are usually open, not just to students and faculty, but to members of the community who wish to learn about everything from green technologies and sustainability, to quantum physics and human health.

## **Moving Forward**

These are highly competitive and challenging times, and all organizations that wish to compete and thrive must both embrace change and be prepared to adapt. Ontario universities fully understand this. We will continue to work with government, business and our communities as strategic partners to keep our universities, our communities and our province innovative, inclusive and economically vibrant.

The Council of Ontario Universities (COU) is responsible for building awareness of the university sector's contributions to the economic, social and cultural well-being of the province and the country. We are responsible to our member institutions — Ontario's publicly assisted universities — for developing the common policies and common approaches to the issues that impact their ability to maximize these contributions. Working with our 18\* member institutions (which increased to 19 in November 2008; see *Editor's Note* below) and two associate member institutions, COU fosters dialogue on university issues, helps develop consensus, and advocates with and advises the provincial and federal governments on policies that impact higher education.

The Council is made up of two representatives from each member institution: the executive head (president or principal) and an academic colleague appointed by each institution's senior academic governing body. It meets regularly during the academic year and is supported by the Executive Committee, which, in turn, is supported by a full-time secretariat that provides centralized service functions for the Council and its Standing Committees. There are also numerous affiliate organizations, special task forces, committees and other groups that support and work toward achieving the Council's objectives.

COU is committed to providing real value to its members and doing so in a fiscally responsible, transparent and fully accountable fashion.

#### **MEMBER INSTITUTIONS\***

BROCK UNIVERSITY  
CARLETON UNIVERSITY  
UNIVERSITY OF GUELPH  
LAKEHEAD UNIVERSITY  
LAURENTIAN UNIVERSITY  
MCMASTER UNIVERSITY  
NIPISSING UNIVERSITY  
UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY  
UNIVERSITY OF OTTAWA  
QUEEN'S UNIVERSITY  
RYERSON UNIVERSITY  
UNIVERSITY OF TORONTO  
TRENT UNIVERSITY  
UNIVERSITY OF WATERLOO  
UNIVERSITY OF WESTERN ONTARIO  
WILFRID LAURIER UNIVERSITY  
UNIVERSITY OF WINDSOR  
YORK UNIVERSITY

#### **ASSOCIATE MEMBERS**

ONTARIO COLLEGE OF ART & DESIGN  
ROYAL MILITARY COLLEGE OF CANADA

*\*Editor's Note: On November 1, 2008, Algoma University became a member of Council.*

# Profile of COU:



“...we are all here to help one another. Nothing you have ever learned, or will ever learn, measures up to that deep truth...we get through our existence only because we collaborate, and we can count on the readiness of others to be helpful. In return, we acknowledge human inter-connectedness by giving what help we can. It is the glue in a family; it is the glue in friendship; it is the glue in a country.”

June Callwood, journalist, author and social activist, in a speech to University of Toronto students engaged in outreach, September 2006

The statements of COU's Financial Position and its Income and Expenses for the years ended June 30, 2007 and 2008 are derived from the audited financial statements of COU Holding Association Inc. They provide summary information on COU's assets, liabilities and fund balances, and its income and expenses relating to COU's general operating activities and other activities funded through restricted contributions.

COU Holding Association Inc. is responsible for the financial and business operations of COU. The directors of the corporation are the COU Chair, Vice-Chair, President, Treasurer and Secretary to Council.

It should be noted that government grants and other externally restricted contributions are used exclusively to fund projects and activities designated by sponsors; they are not used to finance the operations of the Council of Ontario Universities. The 2007 fiscal year covers the period July 1, 2006, to June 30, 2007; the 2008 fiscal year covers the period July 1, 2007, to June 30, 2008.

#### STATEMENT OF FINANCIAL POSITION

| <i>As at June 30</i>                        | 2008              | 2007              |
|---|-------------------|-------------------|
| <b>ASSETS</b>                               |                   |                   |
| Current assets                              | 40,073,897        | 55,080,635        |
| Capital assets                              | 2,273,257         | 2,062,624         |
| Investments held in trust* (see note below) | 7,727,671         | 6,000,000         |
| <b>Total assets</b>                         | <b>50,074,825</b> | <b>63,143,259</b> |

#### LIABILITIES AND FUND BALANCES

|  |                   |                   |
|--|-------------------|-------------------|
| <b>Current liabilities</b>                 |                   |                   |
| Accounts payable and accrued liabilities   | 9,410,737         | 9,008,683         |
| Deferred income                            | 374,614           | 221,000           |
| <b>Total liabilities</b>                   | <b>9,785,351</b>  | <b>9,229,683</b>  |
| <b>Fund balances</b>                       |                   |                   |
| Unrestricted - general operations          | 1,451,668         | 1,369,564         |
| Internally restricted funds                | 5,931,384         | 6,015,207         |
| Externally restricted funds                | 23,008,165        | 36,841,181        |
| Endowments                                 | 7,625,000         | 7,625,000         |
| Invested in capital assets                 | 2,273,257         | 2,062,624         |
| <b>Total fund balances</b>                 | <b>40,289,474</b> | <b>53,913,576</b> |
| <b>Total liabilities and fund balances</b> | <b>50,074,825</b> | <b>63,143,259</b> |

\*Note: As a result of adopting a new accounting principle, the investment is measured at fair value in 2007-08 versus at cost in 2006-07.

# Financial Information:

## STATEMENT OF INCOME AND EXPENSES

|  | GENERAL<br>OPERATIONS<br>2008 | INTERNALLY<br>RESTRICTED<br>FUNDS<br>2008 | EXTERNALLY<br>RESTRICTED<br>FUNDS<br>2008 | TOTAL<br>2008     | GENERAL<br>OPERATIONS<br>2007 | INTERNALLY<br>RESTRICTED<br>FUNDS<br>2007 | EXTERNALLY<br>RESTRICTED<br>FUNDS<br>2007 | TOTAL<br>2007     |
|--|-------------------------------|---|---|-------------------|-------------------------------|---|---|-------------------|
| <b>INCOME</b>  |                               |   |   |                   |                               |   |   |                   |
| Membership assessment  | 3,970,993                     | 321,264                                   | -   | 4,292,257         | 3,724,000                     | 307,429                                   | -   | 4,031,429         |
| Quality review fees  | -                             | 665,646                                   | -   | 665,646           | -                             | 1,176,848                                 | -   | 1,176,848         |
| Application fees   | -                             | 4,958,475                                 | -   | 4,958,475         | -                             | 4,949,517                                 | -   | 4,949,517         |
| Government grants  | -                             | 12,000                                    | 2,575,113                                 | 2,587,113         | 303,103                       | 8,308                                     | 10,612,685                                | 10,924,096        |
| Investment income  | 229,036                       | 830,714                                   | 1,266,457                                 | 2,326,207         | 293,039                       | 711,417                                   | 1,488,025                                 | 2,492,481         |
| Other income   | 33,741                        | 2,395,831                                 | 10,989,670                                | 13,419,242        | -                             | 1,840,702                                 | 20,060,874                                | 21,901,576        |
| <b>Total income</b>  | <b>4,233,770</b>              | <b>9,183,930</b>                          | <b>14,831,240</b>                         | <b>28,248,940</b> | <b>4,320,142</b>              | <b>8,994,221</b>                          | <b>32,161,584</b>                         | <b>45,475,947</b> |
| <b>EXPENSES</b>  |                               |   |   |                   |                               |   |   |                   |
| Compensation   | 2,833,332                     | 4,359,347                                 | 286,831                                   | 7,479,510         | 2,784,357                     | 3,905,883                                 | 911,186                                   | 7,601,426         |
| Accommodation  | 287,687                       | 454,022                                   | 429,723                                   | 1,171,432         | 290,194                       | 612,175                                   | 20,838                                    | 923,207           |
| Communication  | 102,168                       | 981,681                                   | 5,698                                     | 1,089,547         | 111,086                       | 775,251                                   | 438,419                                   | 1,324,756         |
| Supplies and other office expenses                           | 123,474                       | 114,684                                   | 993,632                                   | 1,231,790         | 164,191                       | 64,199                                    | 1,791,791                                 | 2,020,181         |
| Travel and meetings  | 284,182                       | 601,500                                   | 93,016                                    | 978,698           | 178,938                       | 612,957                                   | 137,486                                   | 929,381           |
| Professional fees  | 399,638                       | 531,077                                   | 414,652                                   | 1,345,367         | 158,810                       | 812,097                                   | 1,086,037                                 | 2,056,944         |
| Staff training   | 13,073                        | -   | -   | 13,073            | 24,124                        | -   | -   | 24,124            |
| Computing  | 68,719                        | 353,734                                   | 115,501                                   | 537,954           | 51,787                        | 410,644                                   | 76,110                                    | 538,541           |
| Special projects   | 306,057                       | 99,870                                    | 27,872,334                                | 28,278,261        | 650,687                       | (1,535)                                   | 22,277,158                                | 22,926,310        |
| IUTS   | 480,434                       | -   | -   | 480,434           | 496,726                       | -   | -   | 496,726           |
| Amortization of capital assets                               | 142,894                       | 851,753                                   | -   | 994,647           | 209,007                       | 867,158                                   | -   | 1,076,165         |
| Internal cost recoveries                                     | (1,026,240)                   | 904,680                                   | 121,560                                   | -                 | (878,223)                     | 831,261                                   | 46,962                                    | -                 |
| <b>Total expenses</b>  | <b>4,015,418</b>              | <b>9,252,348</b>                          | <b>30,332,947</b>                         | <b>43,600,713</b> | <b>4,241,684</b>              | <b>8,890,090</b>                          | <b>26,785,987</b>                         | <b>39,917,761</b> |
| Unrealized loss on investments                               | -                             | -   | 706,010                                   | 706,010           | -                             | -   | -   | -                 |
| <b>EXCESS (DEFICIT) OF INCOME OVER EXPENSES FOR THE YEAR</b> |                               |   |   |                   |                               |   |   |                   |
|  | 218,352                       | (68,418)                                  | (16,207,717)                              | (16,057,783)      | 78,458                        | 104,131                                   | 5,375,597                                 | 5,558,186         |

## **COUNCIL**

Dr. Peter George  
President, McMaster University  
Chair: July 1, 2007 to June 30, 2009

Dr. Ross Paul  
President, University of Windsor  
Chair: July 1, 2005 to June 30, 2007

## **STANDING COMMITTEES**

Executive Committee  
Committee on Government and  
Community Relations  
Committee on Human Rights  
Committee on Nominations  
Committee on Relationships with Other  
Postsecondary Institutions  
Ontario Universities' Application Centre (OUAC)  
Advisory Board  
COU Holding Association Inc.  
Board of Directors  
Budget and Audit Committee  
Ontario University Athletics (OUA) Liaison

## **COU SECRETARIAT**

Office of the President  
Communications and Public Affairs  
Corporate Services  
Office of Health Sciences  
Ontario Council on Graduate Studies  
Ontario Universities' Application Centre  
Research, Analysis and Policy  
Secretary to Council  
Strategic Initiatives

## **AFFILIATES**

Council of Chairs of Ontario Universities (CCOU)  
Council of Ontario Faculties of Medicine (COFM)  
Council of Senior Administrative Officers (CSAO)  
& its affiliates:

Association of Auxiliary Services Administrators  
Association of Computing Services Directors  
(ACSD)

Association of Ontario University Human  
Resources Professionals (AOUHRP)

Committee on Space Standards & Reporting

Council of Environmental Health & Safety  
Officers (CEHSO)

Council of Finance Officers - Universities of  
Ontario (COFO-UO)

Ontario Association of College & University  
Security Administrators (OACUSA)

Ontario Association of Physical Plant Adminis-  
trators (OAPPA)

Ontario University Purchasing Management  
Association (OUPMA)

Council on University Planning & Analysis (CUPA)

# Composition of COU:

Ontario Council of Academic Vice-Presidents (OCAV) & its affiliates:

Council of Ontario University Programs in Nursing (COUPN)  
Council of Deans of Arts & Science of Ontario Universities (CDAS)  
Council of Ontario Deans of Engineering (CODE)  
Council of Deans of Ontario Faculties of Law  
Ontario Association of Deans of Education (OADE)  
Ontario Committee on Student Affairs (OCSA)  
Ontario Council of Library Schools  
Ontario Council for University Lifelong Learning (OCULL)  
Ontario Council of Deans & Directors of Schools of Social Work  
Ontario Council of University Libraries (OCUL)  
Ontario Council of University Programs in Rehabilitation Sciences (OCUPRS)  
Ontario Universities' Council on Admissions (OUCA)  
Ontario University Registrars' Association (OURA)  
Ontario Council on Graduate Studies (OCGS)  
Ontario Council on University Research (OCUR)  
Ontario Interdisciplinary Council for Aging & Health (OICAH)  
Ontario Universities' Public Affairs Council (OUPAC)

## **SPECIAL AND LIMITED-DURATION GROUPS AND COMMITTEES**

Advisory Panel on Locally Developed Courses  
Canadian Graduate and Professional Student Survey (CGPSS) Steering Committee  
COU-MTCU Graduate Employment Survey Steering Committee  
CSAO-OAPPA Task Force on Facilities Condition Assessment  
Health Sciences Clinical Education Working Group  
National Survey on Student Engagement (NSSE) Steering Committee  
Ontario Research Chairs Selection Panel  
Task Force on Access and Privacy Issues  
Task Force on Accessibility for Ontarians with Disabilities Act (AODA)  
Task Force on Graduate Enrolment Expansion / Working Group on Graduate Education Expansion  
Task Force on Quality Measurement and its Common Data Set Sub-Committee  
Task Force on Student Financial Assistance  
Working Group on University Capacity  
Working Group on University Research

**The Council and secretariat staff would like to thank everyone who served on COU committees, task forces and working groups during the period of July 1, 2006 to June 30, 2008. Their work makes it possible for COU to achieve its objectives. We would especially like to thank the members who served on the former Standing Committees of Policy and Planning, and the Ontario Commission on Interuniversity Athletics.**



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